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Negotiation Strategies and Their Effect on Organizational Success: Analytical Research in The Iraqi Ministry of Industry and Minerals

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Abstract:

Purpose: This study aims to determine the impact of Negotiation Strategies (NS) on Organizational Success (OS) in the Iraqi Ministry of Industry and Minerals.

Conceptual Framework: The NS includes dimensions (cooperative strategy, competitive strategy, avoidance strategy, bargaining strategy and absorption strategy) measured by (Thomas, 2008), and OS includes dimensions (resources, organizational structure, management, process and knowledge management) measured by (Hamed & Azimi, 2013).

Design/Methodology/approach: The descriptive analytical method was adopted in completing the current research, on a sample of senior and middle leaders in the Iraqi Ministry of Industry and Minerals under study, which numbered (120) individuals, and they were selected using the comprehensive survey stratified sample method.

Findings: We found that NS plays a positive role in achieving organizational success in the Iraqi Ministry of Industry and Minerals. NS enhances cooperation and coordination between parties within the ministry, which has led to improved operations. Thus, the main and sub-hypotheses of the research were proven correct.

Research, Practical & Social implications: Identify the latest developments and fundamental ideas related to the variables of the study (NS - organizational success) to find interrelationships between the variables.

Originality/value: Providing those concerned and interested with practical and theoretical information that explains the nature of the research variables, their sources and causes, the extent of their reflection on the research sample, and the extent of the interest of the researched organization (the Iraqi Ministry of Industry and Minerals) in their dimensions.

Keywords: Negotiation Strategies; Organizational Success; Iraqi Ministry of Industry and Minerals

Declaration of conflicting interests: The Authors declare that there is no conflict of interest

Authors' individual contribution: Conceptualizations — Abdullah.Khamis.Ali.; Methodology — A.K.A.; Formal Analysis — A.K.A. and. Suhair. Adel. Hamed

; Investigation — A.K.A.; Data Curation — A.K.A.; Writing —Original Draft — A.K.A.; Writing — Review & Editing — S.A.H., and A.K.A.; Visualization — A.K.A.; and S.A.H.; Supervision —S.A.H; Project Administration —A.K.A.

1. Introduction:

The negotiation process from ancient times until now is one of the distinctive features of human behavior in society. At the same time, if differentiation is considered a continuous process carried out by the individual from his birth until his death, then this process is part of the fabric of social relations between individuals. With modern developments in all fields, there has become an urgent need to rely on different NS. Negotiation is a social, psychological, and objective process that relies on response, psychological impression, persuasion, and motivation through discussion and the exchange of positive opinions between two or more sides that have different viewpoints and goals that each of them works to achieve to reach a solution. For a solution that satisfies all parties (Errida & Lotfi, 2021). Negotiation is a dynamic situation based on movement, action and reaction, positive and negative, influence and influence (Wolniak, 2020). several negotiating strategies that the negotiator uses during the negotiation process to help him achieve the goals and reach to OS. (Muneer et al., 2022)(Danook & Omar-F, 2024). Organizational success also represents the organization's ability to achieve its long-term goals by keeping pace with developments and changes in the needs of the organizations it deals with and adopting values, philosophy and goals that enable it to implement its long-term strategic plans by using NS (Errida & Lotfi, 2021). The negotiation process is It is an interrelated decision-making process in which two or more parties can achieve gains through cooperation, but differences of interest exist when making the decision (Thompson et al., 2010) Negotiation represents a major and vital tool for settling these conflicts instead of resorting to violence. In addition, many researchers and interested parties have clarified that the negotiation process has existed since ancient times and has been linked directly to human psychological activity, negotiation is a social behavior based on instinct, whether it is individual, that is, at the level of individuals or the level of groups, as it arose as a means of communication and understanding between different human peoples, even though these peoples did not practice the negotiation process on the basis that it is a field within the fields of science that has foundations. And fixed and proven principles and theories, (Fu et al., 2023)(Danook et al., 2024). It is a (Guillemot et al., 2022) innate behavior that humans use while responding to their environment and completing a negotiation requires practicing it differently depending on its fields and goals and following different strategies, tactics, and language. He pointed out that (Nugraha et al., 2024) It is an organized process with its own conditions, rules, and specific laws, and whoever wishes to engage in it must adhere to those rules and conditions. The nature of negotiation determines the type of approach used in the negotiating process, and the approach used determines the chosen strategy and is manifested by the authors of the study meeting the tool consisting of provisions and control, the winner and the loser. And solve dilemmas. The two researchers define NS as a dialogue process carried out by a group of individuals, aiming to resolve disagreement or conflict, and reaching practical agreements appropriate to the negotiating parties.

Negotiation strategies are the means through which individuals and groups reach results and conclusions that they cannot reach otherwise. The following is an explanation of the importance of NS (Harris et al., 2017):

A. It is a means of resolving problems and resolving crises, as it has the strongest impact on the hearts of the negotiating parties.

B. A sociable, psychological, and objective process that relies on response, psychological impression, persuasion, discussion, and the exchange of opinions between two or more sides that have different points of view and the goals that each of them works to achieve, or it starts with an issue, conflict, dispute, or specific topic that their benefits are associated with. to reach a resolution or a valid solution that is satisfactory to all parties.

C. Paying attention to following NS develops individuals' ability to think, self-reliance, and independence which qualifies them to acquire decision-making skills. A sociable, psychological and objective process that relies on Response, psychological impression, persuasion, discussion, and exchange of opinions between two sides to They have different viewpoints and goals that each of them works to achieve, or proceeds with.

(Vayyavur, 2015) notes that OS is the organization's acquisition of a distinct point of view, a good plan, flexible operations, continuous development and change, distinguished coordination knowledge, and purposeful leadership that achieves a competitive advantage in the work environment and achieves its goals efficiently. OS also indicates the outcome of the joint efforts between the management and the organization's employees to achieve its coordination objectives and the required performance standards. refers (Ebrahimi et al., 2016) to organizational success It is the achievement of organizational goals and performance indicators that were identified through the joint efforts of owners, leaders, and employees, and the employees' point of view of their subordinates was adopted as a criterion for OS at the individual and organizational levels, in three areas of the outcomes of leadership actions (such as motivation, effectiveness, and satisfaction with leadership).

The importance of organizational success is evident in its important role in attracting new customers and maintaining existing customers, its contribution to opening new markets for the organization, and its prominent role in attracting distinguished and efficient human resources, which is represented by the ability of organizations to use their internal capabilities and exploit them to achieve their goals, by emphasizing learning from previous experiences. And to continue confronting failure and negative qualities, and for the organization to work to reveal its capabilities to confront challenges and develop its internal environment, as the process of development and securing the necessary amounts to purchase the necessary new and advanced tools and equipment is measured by accelerated technical growth, and being able to develop training programs to train workers to use them, and The management body shall establish a fair and motivating rewards system that encourages employees to develop their potential and gain proficiency and modern experiences in the work environment, and to develop lists, directives and strategies that are flexible and subject to change in a way that contributes to the success process (Vayyavur, 2015). The problem of the study is crystallized in the following main question (Is there a role for NS in its dimensions (cooperative strategy, competitive strategy, avoidance strategy, bargaining strategy, assimilation strategy) in achieving OS in its dimensions (resources, organizational structure, management, process, knowledge management) in the Iraqi Ministry of Industry and Minerals)?

2.Literature Review And Hypotheses Development:

2.1 Several studies have discussed negotiation strategies:

The research study by (Ebeguki et al., 2019) aimed to conduct a quantitative analysis to evaluate negotiation management strategies in major conflicts that could affect employee productivity in public universities in Nigeria. The study adopted a survey research design in collecting data that was selected from three states to represent southwestern Nigeria, which are: (Oyo, Lagos, and Ogun) Using a stratified random sampling method, the results concluded that conflict negotiation management strategies are the measures used to manage conflict in universities in order to improve the performance of employees, but unfortunately, these universities have suffered a significant decline in Nigeria due to conflict. The study found that NS is optimal in conflict management. The results of the study also found that the residency strategy dimension does not affect employee productivity, and the cooperation strategy dimension does not affect employee productivity. The results showed that there are several other links between conflict management strategies and the productivity of employees capable of managing conflict.

The study (Park et al., 2019) aimed to explain the negotiation agent, which is one of the artificial intelligence tools that has sparked interest in electronic commerce, and to define a model of the integrative negotiation offer strategy for the negotiation agent, with a focus on negotiation between the negotiation agent and humans to achieve an integrated result, and to explain the negotiation based on controversy and the negotiation tactic for many simultaneous and equivalent offers. The researcher used the analytical method, and the results of the study concluded that the proposed presentation strategy with agent negotiation can enhance the persuasiveness of the offer and the performance of the negotiation outcome (the perception of the human counterpart towards the negotiation process, the opponent, the agent, and the desire to negotiate in the future). The results also confirmed the effectiveness of the proposed design and demonstrated an innovative approach to transactions. In Electronic commerce, the research model has also been described in terms of multiple equivalent simultaneous offers and argument-based negotiation as an offer strategy. This term was created to describe the proposed offer strategy to explain how the expectation of the negotiation outcome changes when the software agent develops the offer strategy. The study (South et al., 2019) aimed to find out the relationship between negotiation skills and the ability to make decisions among school principals in the state of Florida. The researcher used a demographic data form and a personal interview to collect and analyze his results. The results of the study concluded that there was a statistically significant positive correlation between negotiation skills and the ability to make decisions among principals. Schools. The study indicated that there are conditions that school principals must meet, the most important of which are (the skill of speaking, expressing, listening and listening, strength of character, ability to understand, dialogue and influence, and the ability to maneuver and employ data and documents).

2.2 Several studies have discussed Organizational Success

many studies have discussed (Organizational Success), including:

(Syafirialiany et al., 2019) study aimed to analyze the OS factors when applying an enterprise resource planning (ERP) system in the field of medical companies when using the SAP system. The quantitative approach was adopted, and quantitative data was obtained using a survey in the form of a questionnaire, and a sample of medical companies was selected. Which numbered 13 companies using the random sampling method. The results of the study indicated that the OS factors for implementing an enterprise resource planning system (ERP) that have a significant impact are (use of net benefits, user satisfaction with net benefits, and quality of use of the information system), as the results showed. Implementing an enterprise resource planning (ERP) system in this era is important because it accelerates the achievement of the company's goals. However, the implementation of the SAP system was not optimal in the company, so it requires an analysis of the success factors of enterprise resource planning (ERP) in order to reduce the negative impact and failure. The analysis of the OS factors for implementing an enterprise resource planning (ERP) system in a pharmaceutical company depends on the model of information systems used.

(Raajpoot & Sharma, 2021) study aimed to determine the role of innovation culture in achieving OS for the services provided. The researcher adopted the descriptive analytical approach. Data from 96 companies in 24 countries were used. The results of the study showed that the factors for OS of the global service provided are: (Culture of innovation, global orientation, incentives and rewards, cooperation with external partners, market analysis, and identification of customer needs). The results showed that a culture of innovation is crucial to achieving OS for new services. Cooperation is the most prominent factor in OS. In the absence of a culture of innovation, understanding customer needs does not improve the chances of success, and financial rewards help in developing a culture of innovation.

The aim of the research presented by (Malik, 2022) was to study the impact of corporate social responsibility on the OS of the project, in addition to the mediating role of job involvement and the moderating role of organizational culture. The researcher followed the descriptive approach, and the data was collected using the convenience samples from 380 individuals working in project-based organizations in Pakistan through administered questionnaire. Correlation and regression were used with some other analyzes to analyze the data, and the results of the study concluded that corporate social responsibility has a significant positive impact on the OS of the project. Job engagement mediates this relationship, and the moderating effect of organizational culture has been proven.

Based on what was stated above, we propose the following hypotheses:

H1: There is a significant correlation between NS in achieving organizational success in the Iraqi Ministry of Industry and Minerals.

H1-1: There is a significant correlation between cooperation strategies in achieving organizational success.

H1-2: There is a significant correlation between competitive strategies in achieving organizational success

H1-3: There is a significant correlation between avoidance strategies in achieving organizational success

H1-4: There is a significant correlation between bargaining strategies in achieving organizational success

H1-5: There is a significant correlation with assimilation strategies in achieving organizational success

H2: There is a significant impact of negotiation strategies in achieving organizational success in the Iraqi Ministry of Industry and Minerals.

H2-1: There is a significant impact of cooperation strategies on achieving organizational success.

H2-2: There is a significant impact of competitive strategies on achieving organizational success.

H2-3: There is a significant impact of avoidance strategies in achieving organizational success.

H2-4: There is a significant impact of bargaining strategies in achieving organizational success.

H2-5: There is a significant impact of assimilation strategies on achieving organizational success.

2.3 Material and Methods:

The descriptive analytical approach is relied on the researchers through data collection and statistical analysis to test the research hypotheses and then achieve the goals. Research data was collected by design a questionnaire. It has two axes, the first of which contains demographic data about the research sample's participants. Based on the scale (Thomas. 2008) for the independent variable (negotiation strategies), while the scale (Hamedi & Azimi, 2013) was adopted for the dependent variable (organizational success). Statistical programs (SPSS) and (Excel) were relied on as quantitative tools including dealing with the data and extracting the results that represented as the (Likert) scale which was adopted to formulate the outcome of the questions.

2.4 Research sample:

Sample: A sample of senior and middle leaders in the Iraqi Ministry of Industry and Minerals under study, which numbered (120) individuals, were selected using the comprehensive survey stratified sample method.

2.5 Data collection methods:

The researchers clarified the hypotheses, or hypothetical scheme, by linking the study variables, the independent variable, NS, and the dependent variable, organizational success. The questionnaire is a tool for collecting data and information that reflects and translates practical reality to achieve data testing, each of which achieves a specific goal and whose final result is statistical tests for the targeted research.

2.6 Research variables and dimensions:

In the table below, the most important things that writers and researchers have pointed out regarding the independent variable (Negotiation Strategies) and its dimensions, as well as reference to the dependent variable (Organizational Success) and its dimensions.

Table 1 Research variables and dimensions

Independent variable	The dimensions	Concept	Source
x	Cooperative strategy	It is the competitiveness of the organization, and negotiating behaviors vary according to the levels of cooperation and competition, whether overt or implicit.	(Halpert et al., 2010).
	Bargaining strategy	shows that unjustified and excessive use of bargaining strategies leads to: <ul style="list-style-type: none"> ▪ Creating an atmosphere and environment that lacks strong values, as well as a lack of confidence and a loss of long-term goals. ▪ Making several concessions To preserve the other party and working to please it without finding effective solutions to the original negotiation issue. 	(Ji et al., 2014)
	Avoidance strategy	It is a strategy that uses evasion, withdrawal, postponement, and lack of interest as a means to achieve its goals	(Zanchettin et al., 2019)
	Competitive strategy	His strategy is based on each party achieving the maximum possible benefit in the negotiations. Each party understands its need accurately, but does not express it completely and clearly to the other party. The competitive strategy is based on secrecy, isolation, aggressive behavior, lack of trust in the other party, and the use of surprise, surprise, threat, intimidation, and attack methods.	(Chong & Ali, 2022)
	Assimilation strategy	the negotiator who uses the assimilation strategy is sometimes considered to be He is a gentle negotiator because he always tries to contain the opposing party and seeks to make deliberate concessions to gain the satisfaction and support of the opposing party.	(Rhee & Stephens, 2020)
Dependent variable	The dimensions	Concept	Source
y	Resources	Resources are either tangible (e.g., financial or physical) or intangible (e.g., employee knowledge, experience, skills, and organization's reputation), and are mobilized to create a sustainable competitive advantage. financial resources indicate the organization's ability to use its financial resources efficiently to achieve maximum profits.	(Othman et al., 2015)

	Organizational Chart	Organizational structure can be described as a set of methods through which organizational work is divided into separate tasks, which are delegated and coordinated to achieve organizational goals.	(Dekoulou & Trivellas, 2017) .
	Management	Management in general is a process used to achieve organizational goals, and managers focus on the formal direction and control of their assistants, resources, structures, and systems (Algahtani, 2014).	(Algahtani, 2014)
	Process	A process is an arrangement of activities from beginning to end, that has specific inputs (in terms of resources and information), and specific outputs (the results that are produced). We can define a process as any series of steps initiated by an event that transforms information, materials, or obligations into a specific product.	(Kale, 2019)
	Knowledge Management	Regardless of the size, type or structure of the organization, knowledge is a recognized important asset that is a requirement for survival.	(Steiger et al., 2014).

Based on the variables we consider, we impose the following research model

2.7 Hypothesis chart:

The research hypothesis outline summarizes the nature of the interrelationships and influence between the investigated variables, through which the main research idea can be clarified and relied upon in formulating its hypotheses. This can be clarified through the following figure:(1)

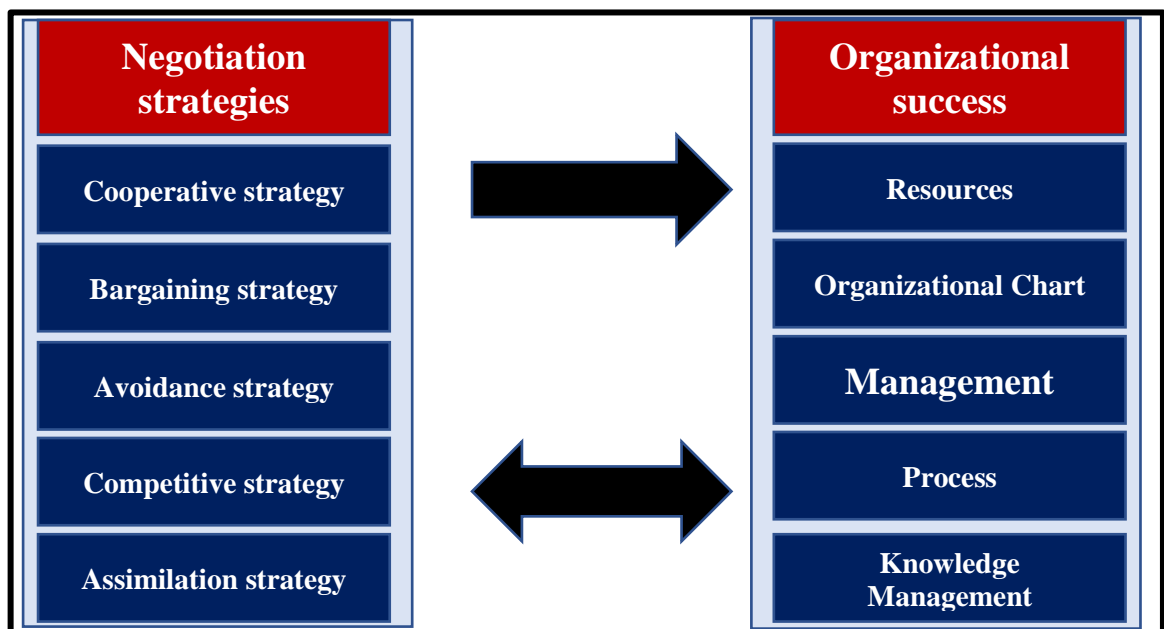


Figure 1: Hypothesis chart

3. Discussion of Results:

3.1 Analysis of search results:

analysis and interpretation of the two variables, negotiation strategy and OS, was conducted. The results of these methods can be seen in Table (2). The variable, the negotiation strategy of the Ministry, appears with an arithmetic mean of 2.622, which indicates the presence of moderate availability. The standard deviation is 0.365, indicating high homogeneity in the sample's opinions about this strategy.

With a coefficient of variation of 0.193% it shows the relative agreement in views among sample members about the ministry's efficiency in using NS. This strategy is ranked number one.

While the OS variable shows the ministry with an arithmetic mean of 2.580, indicating weak availability. The standard deviation is 0.360, indicating high homogeneity in the sample's opinions on this aspect of organizational performance. The coefficient of variation of 0.139% shows the relative agreement in visions among the sample members about the success of the ministry at the administrative and organizational levels. This aspect is ranked second.

Table 2: Analyze and interpret negotiation strategy and organizational success

T	Variable	Arithmetic mean	standard deviation	Coefficient of variation	Arrangement
1	Negotiation strategy	2.622	0.365	13.920%	1
2	Organizational success	2.580	0.360	13.953%	2

3.2 Analysis of correlations:

The correlation hypotheses stipulated in the main hypothesis and the sub-hypotheses emanating from it were verified:

➤ Testing the main correlation between NS and OS: The results of the statistical analysis showed the existence of a significant correlation between NS and achieving OS in the Iraqi Ministry of Industry and Minerals. The data in table (3) shows the value of the Pearson correlation coefficient between NS and achieving OS, as the coefficient reached (0.621**), and 120 items were used in the test. In addition, the value of statistical significance for this test is (0.000), and this value is significantly lower than the usual level of statistical significance adopted (0.05). These results indicate the existence of a positive and significant correlation between NS and achieving OS in the Iraqi Ministry of Industry and Minerals, which confirms the acceptance of the first main hypothesis.

➤ Testing the correlation between cooperative strategies and achieving OS: The data in Table (3) shows the value of the Pearson correlation coefficient between cooperative strategies and achieving OS, as the coefficient reached (0.426**), and 120 items were used in the test. In addition, the value of statistical significance for this test is (0.000), and this value is significantly lower than the usual level of statistical significance adopted (0.05). These results indicate the existence of a positive and significant correlation between cooperative strategies and achieving OS in the Iraqi Ministry of Industry and Minerals, which confirms the acceptance of the first sub-hypothesis.

➤ Testing the correlation between competitive strategies and achieving OS: The data in Table (3) shows the value of the Pearson correlation coefficient between competitive strategies and achieving OS, as the coefficient reached (0.373**), and 120 items were used in the test. In addition, the value of statistical significance for this test is (0.000), and this value is significantly lower than the usual level of statistical significance adopted (0.05). These results indicate the existence of a positive and significant correlation between competitive strategies and achieving OS in the Iraqi Ministry of Industry and Minerals, which confirms the acceptance of the second sub-hypothesis.

➤ Testing the correlation between avoidance strategies and achieving OS: The data in Table (3) shows the value of the Pearson correlation coefficient between avoidance strategies and achieving OS, as the coefficient reached (0.464**), and 120 items were used in the test. In addition, the value of statistical significance for this test is (0.000), and this value is significantly lower than the usual level of statistical significance adopted (0.05). These results indicate the existence of a positive, significant correlation between avoidance strategies and achieving OS in the Iraqi Ministry of Industry and Minerals, which confirms the acceptance of the third sub-hypothesis.

➤ Testing the correlation between bargaining strategies and achieving OS: The data in Table (3) shows the value of the Pearson correlation coefficient between bargaining strategies and achieving OS, as the coefficient reached (0.378**), and 120 items were used in the test. In addition, the value of statistical significance for this test is (0.000), and this value is significantly lower than the usual level of statistical significance adopted (0.05). These results indicate the existence of a positive and significant correlation between bargaining strategies and achieving OS in the Iraqi Ministry of Industry and Minerals, which confirms the acceptance of the fourth sub-hypothesis.

➤ Testing the correlation between assimilation strategies and achieving OS: The data in Table (3) shows the value of the Pearson correlation coefficient between assimilation strategies and achieving OS, as the coefficient reached (0.353**), and 120 items were used in the test. In addition, the value of statistical significance for this test is (0.000), and this value is significantly lower than the usual level of statistical significance adopted (0.05). These results indicate the existence of a positive and significant correlation between assimilation strategies and achieving OS in the Iraqi Ministry of Industry and Minerals, which confirms the acceptance of the fifth sub-hypothesis.

Table 3: Correlations between study variables

Variables	NS	Collaborative strategy	Competitive strategy	Avoidance strategy	Bargaining strategy	Assimilation strategy
Resources	.419**	.359**	.295**	.361**	.282**	0.045
Organizational Chart	.441**	.316**	.292**	.390**	.239**	0.179
Management Process	.327**	.296**	0.162	0.160	.185*	.237**
Knowledge Management	.395**	.234*	.233*	.184*	.277**	.344**
Organizational Success	.426**	0.177	.222*	.381**	.242**	.354**
	.621**	.426**	.373**	.464**	.378**	.353**

** The correlation is significant at the significance level of 0.01
*The correlation is significant at the significance level of 0.05

3.3 Testing the impact among the main study variables:

The impact hypotheses stipulated in the second main hypothesis and the sub-hypotheses emanating from it have been verified:

➤ Testing the hypothesis of the main influence of NS in achieving OS in the Iraqi Ministry of Industry and Minerals: The results of Table (4) show that the value of the regression coefficient (fixed term) (α) was equal to (0.974), which is lower than the value of the concept of OS. The regression coefficient (marginal slope) (β) was equal to (0.613), indicating a direct effect of the concept of NS on the concept of OS by 61.3% when the negotiation strategy was changed by one. It is statistically significant according to the t-test (Sig.=0.000 < 0.05). The regression model explains about 38.6% of the variance in OS as a result of the change in NS, confirmed by the corrected coefficient of determination (0.381). The calculated F value (74.138) significantly exceeded the estimated tabular value (3.94) with statistical significance (Sig.=0.000 < 0.05).

➤ Testing the hypothesis of the impact of the cooperative strategy in achieving OS in the Iraqi Ministry of Industry and Minerals: The results of Table (4) show that the value of the regression coefficient (fixed term) (α) was equal to (1.859), which is lower than the value of the concept of OS. The regression coefficient (marginal slope) (β) was equal to (0.251), indicating a direct effect of the concept of cooperative strategy on the concept of OS by 25.1% when the cooperative strategy was changed by one. It is statistically significant according to the t-test (Sig.=0.000 < 0.05). The regression model explains about 18.2% of the variance in OS as a result of the change in cooperative strategy, confirmed by the corrected coefficient of

determination (0.175). The calculated F value (26.182) significantly exceeded the estimated tabular value (3.94) with statistical significance ($\text{Sig.}=0.000 < 0.05$).

➤ Testing the hypothesis of the impact of competitive strategy on achieving OS in the Iraqi Ministry of Industry and Minerals: The results of table (4) show that the value of the regression coefficient (fixed term) (α) was equal to (1.913), which is lower than the value of the concept of OS. The regression coefficient (marginal slope) (β) was equal to (0.254), indicating a direct effect of the concept of competitive strategy on the concept of OS by 25.4% when the competitive strategy was changed by one. It is statistically significant according to the t-test ($\text{Sig.}=0.000 < 0.05$). The regression model explains about 13.9% of the variance in OS as a result of the change in competitive strategy, confirmed by the corrected coefficient of determination (0.132). The calculated F value (19.044) significantly exceeded the estimated tabular value (3.94) with statistical significance ($\text{Sig.}=0.000 < 0.05$).

➤ Testing the hypothesis of the impact of the avoidance strategy on achieving OS in the Iraqi Ministry of Industry and Minerals: The results of Table (4) show that the value of the regression coefficient (fixed term) (α) was equal to (1.786), which is lower than the value of the concept of OS. The regression coefficient (marginal slope) (β) was equal to (0.297), indicating a direct effect of the concept of the avoidance strategy on the concept of OS by 29.7% when the avoidance strategy was changed by one. It is statistically significant according to the t-test ($\text{Sig.}=0.000 < 0.05$). The regression model explains about 21.6% of the variance in OS as a result of the change in avoidance strategy, confirmed by the corrected coefficient of determination (0.209). The calculated F value (32.462) significantly exceeded the estimated tabular value (3.94) with statistical significance ($\text{Sig.}=0.000 < 0.05$).

➤ Testing the hypothesis of the impact of the bargaining strategy on achieving OS in the Iraqi Ministry of Industry and Minerals: The results of Table (4) show that the value of the regression coefficient (fixed term) (α) was equal to (1.982), which is lower than the value of the concept of OS. The regression coefficient (marginal slope) (β) was equal to (0.239), indicating a direct effect of the concept of bargaining strategy on the concept of OS by 23.9% when changing the bargaining strategy by one. It is statistically significant according to the t-test ($\text{Sig.}=0.000 < 0.05$). The regression model explains about 14.3% of the variance in OS as a result of the change in bargaining strategy, confirmed by the corrected coefficient of determination (0.135). The calculated F value (19.646) significantly exceeded the estimated tabular value (3.94) with statistical significance ($\text{Sig.}=0.000 < 0.05$).

➤ Testing the hypothesis of the impact of the assimilation strategy on achieving OS in the Iraqi Ministry of Industry and Minerals: The results of Table (4) show that the value of the regression coefficient (fixed term) (α) was equal to (2.033), which is lower than the value of the concept of OS. The regression coefficient (marginal slope) (β) was equal to (0.225), indicating a direct effect of the concept of the assimilation strategy on the concept of OS by 22.5% when the assimilation strategy was changed by one. It is statistically significant according to the t-test ($\text{Sig.}=0.000 < 0.05$). The regression model explains about 12.5% of the variance in OS as a result of the change in absorption strategy, confirmed by the corrected coefficient of determination (0.117). The calculated F value (16.828) significantly exceeded the estimated tabular value (3.94) with statistical significance ($\text{Sig.}=0.000 < 0.05$).

Table 4: The impact of NS and their dimensions on organizational success

Variables	α	β	t(β)	Sig.(β)	R ²	Adj.R ²	F-test	Sig.
NS	0.974	0.613	8.610	0.000	0.386	0.381	74.138	0.000
Collaborative strategy	1.859	0.251	5.117	0.000	0.182	0.175	26.182	0.000
Competitive strategy	1.913	0.254	4.364	0.000	0.139	0.132	19.044	0.000
Avoidance strategy	1.786	0.297	5.698	0.000	0.216	0.209	32.462	0.000
Bargaining strategy	1.982	0.239	4.432	0.000	0.143	0.135	19.646	0.000
Assimilation strategy	2.033	0.225	4.102	0.000	0.125	0.117	16.828	0.000
(Sig.=0.000 < 0.05)			$0 \leq R^2 \leq 1$		F _(table) =3.94		N=120	

4. Conclusion:

The results of the statistical analysis showed that there is a positive, statistically significant correlation between negotiation strategies and organizational success at the macro level. These results indicate that achieving organizational success behaviors depends to a large extent on attention to the process of negotiation strategies, as the greater the orientation of the senior management in the Ministry of Industry and Minerals, the more society Research towards paying greater attention to negotiation strategies whenever this contributes to improving the quality of organizational success at the organizational level of the ministry. The results of the analysis also showed a relationship of positive influence for the independent variable, negotiation strategies, on the dependent variable, organizational success, as the keenness of the senior management in the Ministry of Industry and Minerals and the research community to provide the requirements for negotiation strategies in the work environment will clearly contribute to enhancing its operational and organizational efficiency, and enable it to achieve its future goals. This reinforces the theoretical aspect of the research.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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